

**33-KILOVOLT POWER LINE  
NASSRIYA, IRAQ**



**SIGIR PA-08-127  
JULY 22, 2008**

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## SPECIAL INSPECTOR GENERAL FOR IRAQ RECONSTRUCTION

July 22, 2008

MEMORANDUM FOR COMMANDING GENERAL, MULTI-NATIONAL FORCES-IRAQ  
COMMANDING GENERAL, JOINT CONTRACTING COMMAND-  
IRAQ/AFGHANISTAN  
COMMANDING GENERAL, GULF REGION DIVISION, U.S.  
ARMY CORPS OF ENGINEERS  
DIRECTOR, IRAQ TRANSITION ASSISTANCE OFFICE

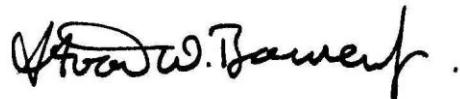
SUBJECT: Report on Construction of the 33-Kilovolt Power Line, Nassriya, Iraq (Report Number SIGIR PA-08-127)

The Office of the Special Inspector General for Iraq Reconstruction is assessing projects funded under the Economic Support Fund to provide real-time relief and reconstruction information to interested parties to enable appropriate action, when warranted.

We are providing this report for your information and use. It addresses the current status of the 33-Kilovolt Power Line, Nassriya, Iraq and whether intended objectives will be achieved.

This report does not contain recommendations for corrective action. As a result, management comments were not required. Representatives of the Gulf Region Division of the U.S. Army Corps of Engineers reviewed a draft of this report and had no comments.

We appreciate the courtesies extended to our staff. If you have any questions please contact Mr. Brian M. Flynn at [brian.flynn@sigir.mil](mailto:brian.flynn@sigir.mil) or at 914-360-0607. For public queries concerning this report, please contact SIGIR Public Affairs at [publicaffairs@sigir.mil](mailto:publicaffairs@sigir.mil) or at 703-428-1100.



Stuart W. Bowen, Jr.  
Inspector General

# Special Inspector General for Iraq Reconstruction

SIGIR PA-08-127

July 22, 2008

## 33-Kilovolt Power Line, Nassriya, Iraq

### Synopsis

**Introduction.** The Special Inspector General for Iraq Reconstruction initiated this project assessment as part of its continuing assessments of selected activities of the Economic Support Fund. SIGIR conducted this project assessment in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included a professional engineer/inspector and an auditor/inspector.

**Project Objective.** The objective of this Economic Support Fund project was to design and construct the equipment required for a 33-kilovolt overhead line from the Nassriya Old Substation to the Al-Shimiyah Substation.

**Project Assessment Objectives.** The objective of this project assessment was to provide real-time information on relief and reconstruction projects to interested parties to enable appropriate action to be taken, when warranted. Specifically, SIGIR addressed these questions:

1. Were the project components adequately designed before construction or installation?
2. Did the construction or rehabilitation meet the standards of the design?
3. Were the quality management programs being used adequately?
4. Was the sustainability of the project addressed?
5. Were the project results consistent with the original objectives?

**Conclusions.** The assessment determined that:

1. Adequate design documentation for project components was not available for the 33-Kilovolt Power Line project. The contractor's design package was not complete and lacked sufficient details. Specifically, the design documents did not provide any preliminary alignment plans with topographic surveys, soil reports, right-of-way plans, construction drawings (detail sheets, quantity sheets, or environmental protection plan sheets), structural calculations, foundation calculations, technical specifications, catalog cuts of equipment specified, general design notes with assumptions made, or standard drawings referenced.
2. At the time of the site visit, the project was 65% complete. In general, the construction appeared to meet the standards of the Statement of Work. During its visit to the project site, the inspection team did not observe significant deficiencies. The observed construction work associated with the 33-Kilovolt Power Line project appeared to meet the standards of the contract.
3. The contractor's quality control plan was inadequate to guide a quality management program. Specifically, the quality control plan required the

contractor to maintain construction inspection reports. The contractor provided to the Gulf Region South project engineer one quality control report that did not provide meaningful information and did not identify any significant construction deficiencies. The quality control plan did provide specific details regarding the responsibilities of key personnel, document control methods, special processes, civil works, inspection and testing, records, and the turnover to the United States Army Corps of Engineers process.

Despite the weaknesses in contractor quality control, the government's quality assurance program was effective in ensuring that the construction of the 33-Kilovolt Power Line project was adequate. The United States Army Corps of Engineers quality assurance representatives maintained daily quality assurance reports, which documented deficiencies identified at the site. SIGIR found these reports to be sufficiently complete, accurate, and timely. The reports contained project-specific information to document construction progress and highlight deficiencies. Also, the quality assurance representatives supplemented the daily reports with detailed photographs that reinforced the narrative information provided in the reports. Further, the quality assurance team followed up on any reported deficiencies to confirm that the contractor took the necessary corrective actions. The government's quality assurance program compensated for the inadequate contractor quality control program and is ensuring the successful completion of the 33-Kilovolt Power Line project.

4. Sustainability was addressed in the contract requirements. The contract required the contractor to be provided a certificate after the final inspection, resolution, and acceptance of the project. In addition, the contract required the contractor's testing and commissioning—to include labor, materials, tools, testing devices, and engineering support—to complete a service transfer of the utilities to the local grid system, including any acceptance tests performed by the Ministry of Electricity before the turnover.
5. The objective of the 33-Kilovolt Power Line project was to design and construct equipment required for a 33-kilovolt overhead line from the Nassriya Old Substation to the Al-Shimiya Substation. To date, the project results are consistent with the original contract objectives. If the current quality of construction and effective project management by United States Army Corps of Engineers, Gulf Region South continue, a new 33-kilovolt overhead power line will be completed that will provide the Thi Qar province area with more reliable and secure transmission of electricity.

**Recommendations and Management Comments.** This report does not contain any recommendations for corrective action; therefore, management comments were not required. Representatives of the Gulf Region Division of the United States Army Corps of Engineers reviewed a draft of this report and had no comments.

# Table of Contents

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<b>Synopsis</b>	i
<b>Introduction</b>	
Objective of the Project Assessment	1
Pre-Site Assessment Background	1
Contract, Task Order and Costs	1
Project Objective	1
Description of Facility (preconstruction)	1
Statement of Work	2
Current Project Design and Specifications	3
<b>Site Assessment</b>	4
Work Completed	4
Work in Progress	5
Work Pending	8
<b>Project Quality Management</b>	8
Contractor Quality Control Program	8
Government's Quality Assurance Program	9
<b>Project Sustainability</b>	11
<b>Conclusions</b>	11
<b>Recommendations and Management Comments</b>	13
<b>Appendices</b>	
A. Scope and Methodology	14
B. Acronyms	15
C. Report Distribution	16
D. Assessment Team Members	18

# **Introduction**

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## **Objective of the Project Assessment**

The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties to enable appropriate action to be taken, when warranted. Specifically, we determined whether:

1. Project components were adequately designed prior to construction or installation;
2. Construction or rehabilitation met the standards of the design;
3. Quality management programs were being utilized adequately;
4. Project sustainability was addressed; and
5. Project results were consistent with original objectives.

## **Pre-Site Assessment Background**

### **Contract, Task Order and Costs**

The 33-kilovolt (kV) Power Line project was initiated under Contract W917BK-07-C-0047, dated 22 August 2007, a firm fixed price construction contract in the amount of \$1,537,560. The contract was between the U.S. Army Corps of Engineers (USACE), Gulf Region South (GRS) and a local contractor. After receiving the Notice to Proceed (NTP), the contractor was to complete construction within 120 calendar days. The NTP was issued on 8 October 2007.

Modification 00001, dated 25 February 2008, provided the contractor with a time extension of 60 days to 4 June 2008. The longer contract period was to allow the contractor to make up for time lost due to: (1) the subcontractor's failure to correctly perform the quality control testing of the concrete tower foundations, (2) flooding of the tower foundation excavations during the months of December and early January 2008, which led to the testing failure of the placed concrete; and (3) installation of culverts that the subcontractor did not provide for the service road.

### **Project Objective**

The overall objective of the 33- Kilovolt (kV) Power Line project was to provide access for the rural population to a more reliable and secure electricity transmission network in the south. In addition, it was intended to reduce blackouts, while supplying electricity to keep the oil refinery working thus enabling more of the population to be employed. Based on the description of work, the objective of the project was to design, construct, and commission all equipment required for a 33-kV overhead line from the Nassriya Old Substation to the Al-Shamiyah Substation in the Thi Qar Province.

### **Description of the Facility (preconstruction)**

The description of the facility (preconstruction) was based on information obtained from the contract and the USACE project file. The 33-kV Power Line project is located in a rural area and inhabited by farmers in the Thi Qar governorate (Figure 1). The Nassriya Southwest Distribution Network Plant is located in the

western outskirts of Nassriya. The area around the site is agricultural and pastoral, with Bedouins migrating through the area. The area east of the Nassriya Southwest Distribution Network Plant is urbanized with homes and businesses located on the main road going into the city.

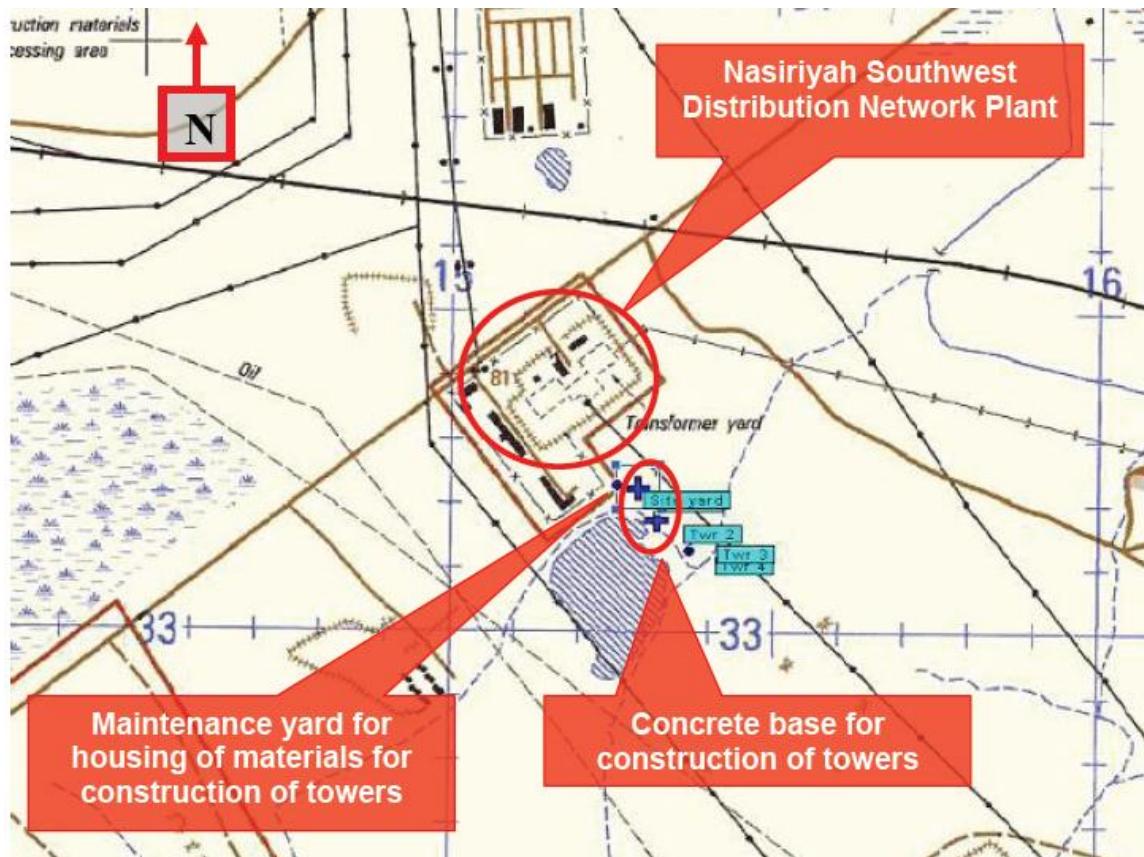


Figure 1. FalconView map of 33-kV power line (Courtesy of the USACE)

### **Statement of Work**

The contract's Statement of Work (SOW) for the project required the contractor to design, engineer, construct, supply, build, and commission a double 33-kV electrical overhead feeder line (referred to as a 33-kV power line) from the Nassriya Old Substation to the Al-Shamiyah Substation. The 33-kV Power Line project consisted of the following:

- Tower 1C (140 units)
- Tower 1C2 (4 units)
- Tower 1E (16 units)
- Tower 1E3 (4 units)
- Tower 1H (4 units)
- Tower 1L (4 units)
- 57,000 meters (m) of aluminum 210/35 square millimeters ( $\text{mm}^2$ )
- Nonconductor disks 11-kV with accessories
- 3,000-m of cable 1 x 400- $\text{mm}^2$  / 33-kV
- Box end cable 1 x 400- $\text{mm}^2$  33-kV internal (12 units)
- Box end cable 1 x 400- $\text{mm}^2$  33-kV external (12 units)
- 1000-m copper wire 35- $\text{mm}^2$

- Earthen rod with accessories (172 units)
- Fuse switch 33-kV (4 units)
- Lightening rod 33-kV (4 units)
- Equipment for connecting aluminum-aluminum 210-mm<sup>2</sup> (200 units)
- Service road of approximately 9 kilometers (km)

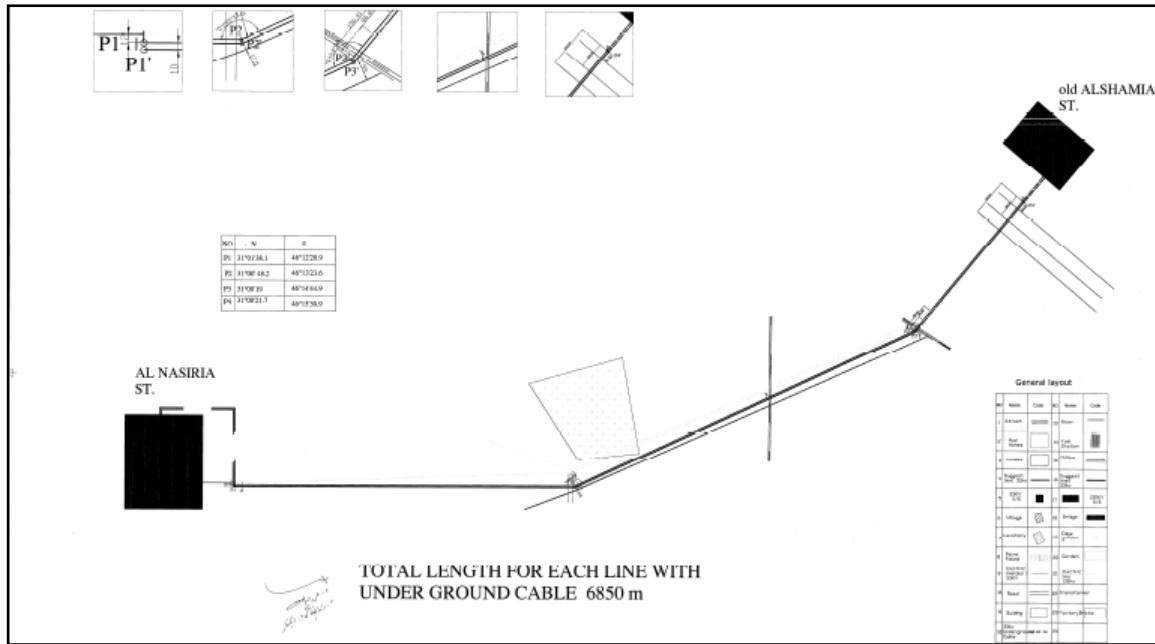
### **Current Project Design and Specifications**

The contract required the contractor to provide design documents to the GRS Electric and the Adder Area Resident Office, USACE, for review and acceptance. The design documents listed in the contract included route plans, engineering drawings, construction drawings, civil, mechanical, electrical, single line diagrams, and “as-built” drawings. In addition, the engineering plans will include but not be limited to all drawings deemed necessary to construct and place the feeders in service. Also, the contractor will submit route drawings and tower positions for approval, before executing the works.

In addition, the contract required that all materials used on this project will be new and of the highest quality suitable for the purpose intended and the materials will comply with the technical specifications of the Ministry of Electricity and that all items of work be in compliance with the specifications and standards of the Ministry of Electricity.

The USACE provided SIGIR with the contractor’s 33-kV power line one page “route” drawing and one profile sheet. The design documents consisted of the route drawing (Figure 2), which provided the total length for each line with underground cable and a profile sheet that determined the height and length between structures. The contractor’s design documents did not provide complete engineering drawings, including construction, civil, mechanical, and electrical, or single line diagrams.

After reviewing the design drawings and specifications supplied, SIGIR determined the design package available was not complete; it lacked sufficient details and did not meet the contract requirements. Specifically, the design documents did not provide any preliminary alignment plans with topographic survey, soil reports, right-of-way plans, construction drawings (which typically includes plan and profile sheets, detail sheets, quantity sheets, and environmental protection plan sheets), structural calculations, foundation calculations, technical specifications, catalog cuts of equipment specified, general design notes with assumptions made, or standard drawings referenced.



**Figure 2. 33-kV power line drawing (Courtesy of the USACE)**

## Site Assessment

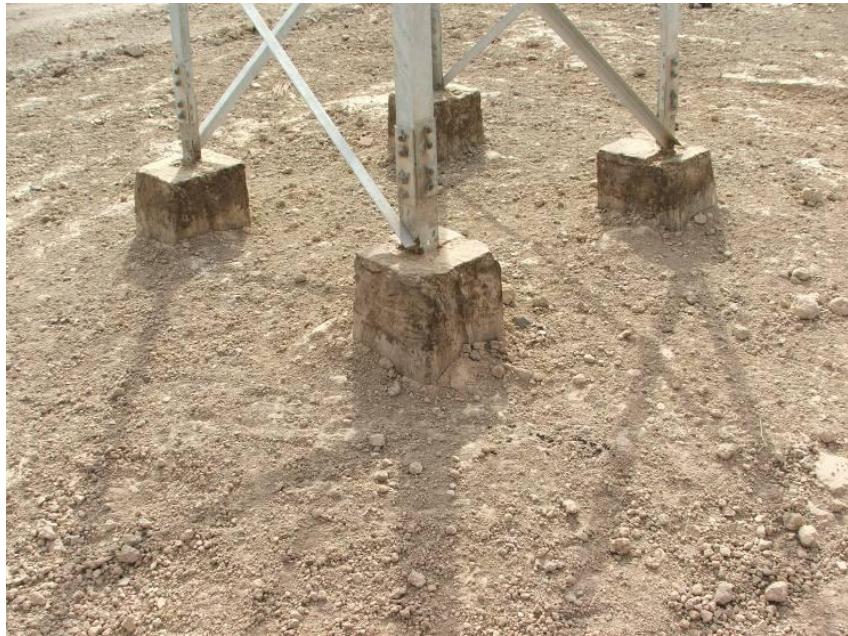
On 13 May 2008 SIGIR, accompanied by the GRS project engineer, performed an on-site assessment of the 33-kV Power Line project. On our visit, there were no crews working on the project. Due to security concerns, we performed an expedited assessment. The time allotted for the site visit was approximately 30 minutes.

## **Status of Project**

According to the Iraq Reconstruction Management System database and the USACE project engineer, the project was 65% complete. The contract required the contractor complete the project within 120 days of the NTP, which GRS issued on 8 October 2007. GRS issued the contractor a 60-day extension due to delays beyond the contractor's control.

### **Work Completed**

Prior to erecting the completed tower, the contractor performed the required excavation, then formed and poured the concrete foundation for the tower (Site Photo 1). The structural concrete SIGIR observed did not have any noticeable cracking, segregation, or honeycombing areas.



**Site Photo 1. Completed tower foundation**

No other significant work elements were completed prior to the site visit for the project.

### **Work in Progress**

At the time of our site visit, the contractor had not completed the 33-kV power line or the service road (Site Photo 2), which provides access to the towers. For example, the contractor was still excavating tower foundation sites (Site Photo 3), forming up the tower foundations (Site Photo 4), erecting tower bases (Site Photo 5), pouring the concrete base of the towers (Site Photo 6), vibrating concrete base towers (Site Photo 7), finishing the concrete for the tower bases (Site Photo 8), curing the concrete of the tower bases (Site Photo 9), and delivering aggregate to the site (Site Photo 10).



**Site Photo 2. Construction of service road (Courtesy of the USACE))**



**Site Photo 3. Excavation for tower foundation (Courtesy of the USACE))**



**Site Photo 4. Forming up tower foundation (Courtesy of the USACE))**



**Site Photo 5. Erecting base of tower**  
(Courtesy of the USACE)



**Site Photo 6. Concrete pour for tower**  
(Courtesy of the USACE)



**Site Photo 7. Vibrating concrete**  
(Courtesy of the USACE)



**Site Photo 8. Finishing concrete**  
(Courtesy of the USACE)



**Site Photo 9. Curing concrete**  
(Courtesy of the USACE)



**Site Photo 10. Aggregate delivered to site**  
(Courtesy of the USACE)

## **Work Pending**

Since the 33-kV Power Line project was reported as 65% complete at the time of SIGIR's site visit, there was still significant work required to complete the project. The contractor still must excavate, form, and pour the concrete foundations for the remaining towers (excavation, blinding, foundation, columns with fixing tower legs, and back filling); install all types of towers; install the remaining electrical wiring; and complete other underground works (installation of underground cable, laying the cable in the trench, backfilling, jointing and end connections). After all the equipment has been installed, the contractor must perform the final inspections, testing, and commissioning of the 33-kV power line.

# **Project Quality Management**

## **Contractor's Quality Control Program**

Department of the Army Engineering Regulation (ER) 1180-1-6, dated 30 September 1995, provides general policy and guidance for establishing quality management procedures in the execution of construction contracts. According to ER 1180-1-6, "...quality construction is a combined responsibility of the construction contractor and the government."

The contract required that the contractor provide a quality control (QC) plan, which would describe the full extent of QC measures for acceptance and performance of QC throughout the duration of the design, construction, installation, testing, and commissioning of the project. The contractor submitted a QC plan, which listed key personnel, document control methods, special processes, civil works, inspection and testing, records, and the turn over to the USACE. Key personnel for the project were as follows: project manager - responsible for project direction and performance; construction manager - responsible for oversight of all field operations, equipment coordination, and all construction activities; project engineer – responsible for field engineering and technical guidance; and the QC manager – responsible for verifying quality during installation and construction.

The contract required that the contractor maintain construction inspection reports. The QC plan required the QC manager to document the daily inspection activities. The QC reports should include significant construction activities, such as daily site work, materials procured and received, actual versus planned progress recorded on the schedule, site and progress photos, construction inspection reports, testing and inspection reports, and contractor's manpower schedule, which includes the number of workers and how many workers are women.

Even though the contract required QC reports, the contractor submitted only one QC e-mail report for 2007 and did not provide any QC reports for 2008. The QC e-mail report did not identify the contractor's daily activities, the labor strength and production of the various trades for the day, or include photographs. The QC e-mail report did not document the activities on site and did not provide meaningful information to the GRS project engineer. In addition, the QC report did not identify any significant construction deficiencies.

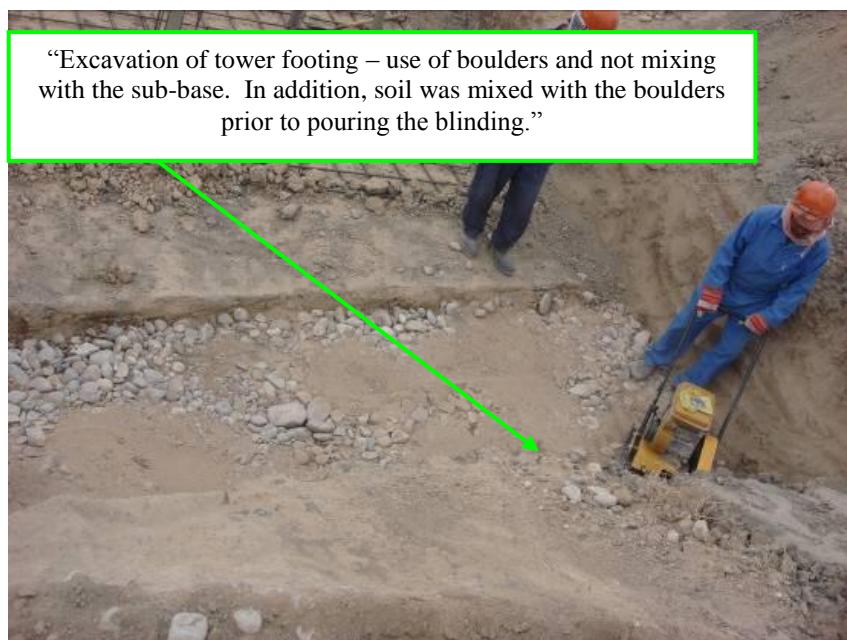
SIGIR's review of the contractor's QC plan and report determined its overall QC program was inadequate.

## **Government Quality Assurance**

The USACE ER 1110-1-12 and PCO Standard Operating Procedure (SOP) CN-100 specified requirements for a government quality assurance (QA) program. Similar to the QC program, the QA program is a crucial oversight technique that demands presence at the construction site. The USACE GRS, which was responsible for administration of the 33-kV Power Line project, had dedicated personnel on site during significant construction activities.

The USACE GRS trained the Iraqi Construction Engineers (ICE), local nationals with engineering backgrounds working for the USACE, and deployed them to the project site to perform QA oversight of the contractor. The ICE were on site during construction events, and monitored field activities and completed daily QA reports, which were forwarded to the USACE GRS project engineer for review. The QA reports documented significant construction activities, such as work performed by building, equipment on site, safety concerns, testing done, and the name and location of the testing facility. In addition, the ICE submits photographs of construction activities taking place throughout the day. Further, the ICE notes any problems/deficiencies identified and the correction actions taken via deficiency logs. Examples of problems noted by the QA representative on site were the “improper excavation and foundation mixing for the tower footing” (Site Photo 11); the potential confusion between the sand that failed the salinity test and the new sand (Site Photo 12); and cube tests (Site Photo 13), which failed the 28-day cure test (Figure 3).

On 2 January 2008, the USACE issued a letter of concern to the contractor regarding the contractor’s failure to install pipe culvert under the service road at points where it crossed irrigation channels (Site Photo 14). As a result local farmers were digging trenches across the service roads at the irrigation canal crossings to allow irrigation water to move from one side of the road to the other. The trenches rendered the service roads unusable. In addition, the QA noted that the contractor’s employees were not QC testing the sub-base material for the service road.



**Site Photo 11. Improper excavation and mix for tower footings (Courtesy of the USACE)**



**Site Photo 12. Confusion with sand (Courtesy of the USACE)**



**Site Photo 13. Cube test (Courtesy of the USACE)**

**Figure 3. Failed 28-day lab results  
(Courtesy of the USACE)**



**Site Photo 14. No pipe culvert on service road (Courtesy of the USACE))**

The government's QA program compensated for the inadequate contractor QC program and is ensuring the successful completion of the 33-kV Power Line project.

## Project Sustainability

The contract required the contractor to prepare for the USACE's review and approval a complete set of commissioning procedures and test sheets. Testing and commissioning will include labor, materials, tools, testing devices, and engineering support to complete a service transfer of the utilities to the local grid system, including any acceptance tests performed by the Ministry of Electricity prior to turn-over.

The contract required a certificate, signed by the resident/project engineer and a representative of the Ministry, to be issued to the contractor after the final inspection of the project by the resident engineer and the resolution and acceptance of the final punch list items.

## Conclusions

Based upon the results of our site visit, we reached the following conclusions for assessment objectives 1, 2, 3, 4, and 5. Appendix A provides details pertaining to Scope and Methodology.

1. Determine whether project components were adequately designed prior to construction or installation.

Adequate design documentation for project components was not available for the 33-Kilovolt Power Line project. The contractor's design package was not complete and lacked sufficient details. Specifically, the design documents did not provide any preliminary alignment plans with topographic surveys, soil reports, right-of-way plans,

construction drawings (detail sheets, quantity sheets, or environmental protection plan sheets), structural calculations, foundation calculations, technical specifications, catalog cuts of equipment specified, general design notes with assumptions made, or standard drawings referenced.

2. Determine whether construction met the standards of the design.

At the time of the site visit, the project was 65% complete. In general, the construction appeared to meet the standards of the Statement of Work. During its visit to the project site, the inspection team did not observe significant deficiencies. The observed construction work associated with the 33-Kilovolt Power Line project appeared to meet the standards of the contract.

3. Determine whether the contractor's quality control plan and the government's quality assurance program were adequate.

The contractor's quality control plan was inadequate to guide a quality management program. Specifically, the quality control plan required the contractor to maintain construction inspection reports. The contractor provided to the Gulf Region South project engineer one quality control report that did not provide meaningful information and did not identify any significant construction deficiencies. The quality control plan did provide specific details regarding the responsibilities of key personnel, document control methods, special processes, civil works, inspection and testing, records, and the turnover to the United States Army Corps of Engineers process.

Despite the weaknesses in contractor quality control, the government's quality assurance program was effective in ensuring that the construction of the 33-Kilovolt Power Line project was adequate. The United States Army Corps of Engineers quality assurance representatives maintained daily quality assurance reports, which documented deficiencies identified at the site. SIGIR found these reports to be sufficiently complete, accurate, and timely. The reports contained project-specific information to document construction progress and highlight deficiencies. Also, the quality assurance representatives supplemented the daily reports with detailed photographs that reinforced the narrative information provided in the reports. Further, the quality assurance team followed up on any reported deficiencies to confirm that the contractor took the necessary corrective actions. The government's quality assurance program compensated for the inadequate contractor quality control program and is ensuring the successful completion of the 33-Kilovolt Power Line project.

4. Determine if project sustainability was addressed.

Sustainability was addressed in the contract requirements. The contract required the contractor to be provided a certificate after the final inspection, resolution, and acceptance of the project. In addition, the contract required the contractor's testing and commissioning—to include labor, materials, tools, testing devices, and engineering support—to complete a service transfer of the utilities to the local grid system, including any acceptance tests performed by the Ministry of Electricity before the turnover.

5. Determine whether project results were consistent with original objectives.

The objective of the 33-Kilovolt Power Line project was to design and construct equipment required for a 33-kilovolt overhead line from the Nassriya Old Substation to the Al-Shimiyah Substation. To date, the project results are consistent with the original contract objectives. If the current quality of construction and effective project

management by United States Army Corps of Engineers, Gulf Region South continue, a new 33-kilovolt overhead power line will be completed that will provide the Thi Qar province area with more reliable and secure transmission of electricity.

## **Recommendations and Management Comments**

This report does not contain any recommendations for corrective action; therefore, management comments were not required. Representatives of the Gulf Region Division of the U.S. Army Corps of Engineers reviewed a draft of this report and had no comments.

## **Appendix A. Scope and Methodology**

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SIGIR performed this project assessment from February through June 2008 in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included an auditor/inspector and a professional engineer/inspector.

In performing this Project Assessment the SIGIR assessment team:

- Reviewed contract documentation to include the following: contract, modification, scope of work, and notice to proceed;
- Reviewed the design package (drawings and specifications), quality control plan, contractor's quality control reports, U.S. Army Corps of Engineers quality assurance reports, reconstruction liaison team reports, construction progress photos;
- Interviewed the U.S. Army Corps of Engineers, Gulf Region South Officer In Charge/area engineer; and
- Conducted an on-site assessment of the 33-Kilovolt Power Line project on 13 May 2008 and documented the results of the 33-Kilovolt Power Line project in Nassriya, Iraq.

## **Appendix B. Acronyms**

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ER	Engineering Regulation
GRD	Gulf Region Division
GRS	Gulf Region South
ICE	Iraqi Construction Engineers
kV	Kilovolt
QA	Quality Assurance
QC	Quality Control
SIGIR	Special Inspector General for Iraq Reconstruction
SOP	Standard Operating Procedure
SOW	Statement of Work
USACE	United States Army Corps of Engineers

## **Appendix C. Report Distribution**

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### **Department of State**

Secretary of State

    Senior Advisor to the Secretary and Coordinator for Iraq

    Director of U.S. Foreign Assistance/Administrator, U.S. Agency for International Development

        Director, Office of Iraq Reconstruction

    Assistant Secretary for Resource Management/Chief Financial Officer, Bureau of Resource Management

U.S. Ambassador to Iraq

    Director, Iraq Transition Assistance Office

    Mission Director-Iraq, U.S. Agency for International Development

Inspector General, Department of State

### **Department of Defense**

Secretary of Defense

Deputy Secretary of Defense

Under Secretary of Defense (Comptroller)/Chief Financial Officer

    Deputy Chief Financial Officer

    Deputy Comptroller (Program/Budget)

Deputy Assistant Secretary of Defense-Middle East, Office of Policy/International Security Affairs

Inspector General, Department of Defense

Director, Defense Contract Audit Agency

Director, Defense Finance and Accounting Service

Director, Defense Contract Management Agency

### **Department of the Army**

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

    Principal Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology

    Deputy Assistant Secretary of the Army (Policy and Procurement)

    Commanding General, Joint Contracting Command-Iraq/Afghanistan

Assistant Secretary of the Army for Financial Management and Comptroller

Chief of Engineers and Commander, U.S. Army Corps of Engineers

    Commanding General, Gulf Region Division

    Chief Financial Officer, U.S. Army Corps of Engineers

Auditor General of the Army

### **U.S. Central Command**

Commanding General, Multi-National Force-Iraq

    Commanding General, Multi-National Corps-Iraq

    Commanding General, Multi-National Security Transition Command-Iraq

    Commander, Joint Area Support Group-Central

## **Other Federal Government Organizations**

Director, Office of Management and Budget  
Comptroller General of the United States  
Inspector General, Department of the Treasury  
Inspector General, Department of Commerce  
Inspector General, Department of Health and Human Services  
Inspector General, U.S. Agency for International Development  
President, Overseas Private Investment Corporation  
President, U.S. Institute for Peace

## **Congressional Committees and Subcommittees, Chairman and Ranking Minority Member**

### **U.S. Senate**

Senate Committee on Appropriations  
    Subcommittee on Defense  
    Subcommittee on State, Foreign Operations, and Related Programs  
Senate Committee on Armed Services  
Senate Committee on Foreign Relations  
    Subcommittee on International Development and Foreign Assistance, Economic Affairs, and International Environmental Protection  
    Subcommittee on International Operations and Organizations, Democracy and Human Rights  
    Subcommittee on Near Eastern and South and Central Asian Affairs  
Senate Committee on Homeland Security and Governmental Affairs  
    Subcommittee on Federal Financial Management, Government Information, Federal Services, and International Security  
    Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia  
    Permanent Subcommittee on Investigations

### **U.S. House of Representatives**

House Committee on Appropriations  
    Subcommittee on Defense  
    Subcommittee on State, Foreign Operations, and Related Programs  
House Committee on Armed Services  
    Subcommittee on Oversight and Investigations  
House Committee on Oversight and Government Reform  
    Subcommittee on Government Management, Organization, and Procurement  
    Subcommittee on National Security and Foreign Affairs  
House Committee on Foreign Affairs  
    Subcommittee on International Organizations, Human Rights, and Oversight  
    Subcommittee on the Middle East and South Asia

## **Appendix D. Project Assessment Team Members**

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The Office of the Assistant Inspector General for Inspections, Office of the Special Inspector General for Iraq Reconstruction, prepared this report. The principal staff members who contributed to the report were:

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Todd Criswell, P.E.